



# COUNTY OF LOS ANGELES

## CHIEF INFORMATION OFFICE

500 West Temple Street  
493 Kenneth Hahn Hall of Administration  
Los Angeles, CA 90012

JON W. FULLINWIDER  
CHIEF INFORMATION OFFICER

Telephone: (213) 974-2008  
Facsimile: (213) 633-4733

December 1, 2006

To: Tyler McCauley  
Auditor-Controller

From: Jon W. Fullinwider  
Chief Information Officer

Subject: **RESPONSE TO 2006 CHIEF INFORMATION OFFICE OPERATIONS  
AND COUNTYWIDE TECHNOLOGY SERVICES STUDY**

Attached is a formal response to the findings and recommendations set forth in the Auditor-Controller's report entitled, *"2006 Chief Information Office Operations and Countywide Technology Services Study,"* which was conducted by blueCONSULTING.

We generally concur with the study's findings and recommendations. A number of actions identified in the study have already been initiated and are in process of being implemented. As noted in our response, some of the study recommendations involve additional department resources that will require Chief Administrative Office and Board approval to successfully implement.

Our department enjoyed a productive working relationship with both the Auditor-Controller and blueCONSULTING and look forward to implementing the study recommendations.

If you have any questions regarding this response, please contact me or in my absence, Greg Melendez at (213) 974-2008.

JWF:GM:ygd

Attachment

c: Board of Supervisors  
Board IT Deputies  
Chief Administrative Officer  
Information Systems Commission

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**CHIEF INFORMATION OFFICE (CIO)  
RESPONSE TO FINDINGS AND RECOMMENDATIONS FROM  
CIO OPERATIONS AND COUNTYWIDE TECHNOLOGY STUDY**

Recommendation #1:

Establish a Governance Model with an IT Steering Committee, potentially as a part of the County's Guiding Coalition, led by the CIO which would be tasked with creating a charter and scope of authority to address these issues (IT strategy and governance), before considering the need for alternative organizational placement of the CIO function.

Response:

*The CIO agrees with the recommendation and will work with the Guiding Coalition to establish a countywide IT governance model.*

The CIO will work to establish the Guiding Coalition Technology Board (GCTB) chaired by the CIO, which will be comprised of a cross section of County leadership and executives and chartered by the Board. We anticipate presenting the GCTB charter for Board approval by January 31, 2007. The GTCB will be charged with developing the countywide IT governance model. Additional resources may be required to appropriately staff and support an effective IT governance organization.

Recommendation #2:

The County should consider alternative funding approaches, including the development of an Enterprise Initiatives and Standards Fund. The proposed IT Steering Committee, in concert with the Chief Administrative Office (CAO), should develop a recommended funding model for the Enterprise Initiatives and Standards Fund for inclusion in the County's Fiscal Year (FY) 2007-2008 budget.

Response:

*The CIO agrees with the recommendation and will work with the CAO and Information Technology Services (ISD/ITS) to develop a funding model for IT enterprise initiatives and standards for inclusion in FY 2007-08 County Budget.*

The CIO in concert with the GCTB will work with the CAO to develop an appropriate funding model and seek Board approval for it in the FY 2007-08 Budget.

Recommendation #3:

Develop a separate IT Strategic Plan, present it to the new IT Governance Committee for input and approval and then communicate it throughout the County.

Response:

*The CIO agrees with the recommendation and will work with the GCTB to develop and implement an IT Strategic Plan separate from strategic directions identified in the Integrated Business Automation Plan (IBAP).*

The development and implementation of the plan will be addressed through the GCTB and presented within the redesigned County's Business Automation Plan (BAP) process discussed below.

Recommendation #4:

Implement the recommendations from Pacific Technology Inc. (PTI) to enhance the effectiveness of the IBAP process for the County. Provide PTI with the findings and recommendations in this report for updates and expansion of the IBAP.

Response:

*The CIO agrees with the recommendation and is in the process of implementing the PTI study recommendations.*

In February 2006, we engaged the services of an IT strategy consulting practice, Pacific Technologies, Inc., (PTI), to assist us in evaluating opportunities to improve and automate the department Business Automation Plan (BAP) process. We held focus group sessions with County departments to discuss and review BAP content changes and process improvement recommendations. In June 2006, PTI submitted their final report. Using the PTI study as a basis, we will be working with County departments to prioritize and implement improvements to the BAP process, including implementation of collaborative technology, for the FY 2008-09 budget process.

Recommendation #5:

Establish a formal Project Management Office (PMO) within the CIO organization to provide coordination and guidance and increase the level of training on project management activities. The PMO would be responsible for recommending a project methodology for the County and to develop and disseminate standardized project practices, tools, and templates. (Management and accountability for projects would continue to be a departmental responsibility).

Response:

*The CIO agrees with the recommendation and is in the process of establishing a PMO to provide coordination and guidance on project management activities.*

We plan to establish a PMO, in conjunction with GCTB and other department stakeholders, to provide guidance and coordination of department project management activities via a best practices framework. Also provide training and mentoring of project managers, but as recognized in the report the management and accountability for projects would continue to be a departmental responsibility. We believe that additional resources to properly support the proposed PMO will be necessary and will need to be addressed in the FY 2007-08 budget.

Recommendation #6:

Work with the IT Steering Committee to increase the utilization and effectiveness of Information Technology Tracking System for all County IT projects.

Response:

*The CIO agrees with the recommendation and will work with the GCTB to increase utilization and effectiveness of Information Technology Tracking System (ITSS) for all County IT projects.*

We will review the mandated use of the ITSS with GCTB. Also, we plan to utilize the ITSS in conjunction with the newly established PMO to support the monitoring and reporting of County IT projects.

Recommendation #7:

Ensure that qualified project managers are assigned to essential projects Countywide and review, if necessary, adjust the skill sets required for project managers.

Response:

*The CIO agrees with the recommendation and will work with departments to ensure qualified project managers are assigned to County IT projects.*

As recognized in the study, management and accountability for projects are a departmental responsibility. We will work with departments to ensure that appropriate project managers are assigned to key projects. Under the auspices of the PMO, we plan to establish standardized project management practices countywide and provide project manager training for departments. It should be noted that the amount of assistance that the PMO can offer will be dependent on the level of the CIO resources.

Recommendation #8:

As a part of the proposed IT Governance model and charter, the Board should delegate authority to the IT Steering Committee for development, approval, and management of IT standards.

Response:

*The CIO generally agrees with the recommendation and will work with the GCTB to obtain Board approval.*

Included in the proposed GCTB charter, we plan to request that the Board delegate authority to this body for approval and management of countywide IT standards.

Recommendation #9:

Work with the CAO and include a request in the CIO Fiscal Year 2007-2008 Budget request for requisite resources (staff, equipment, and space) to provide dedicated resources to address standards development and management.

Response:

*The CIO agrees with the recommendation and will work with the CAO to include requisite resources to implement the study recommendations for IT governance, PMO, and IT standards development and management.*

As discussed throughout this response, full implementation of the study recommendations will require additional department resources. We will work with the CAO to develop an appropriate resource plan for inclusion in the FY 2007-08 Budget.

Recommendation #10:

Define a core set of standards that incorporate existing and planned standards and overlay it against ten critical areas (as a beginning) of standard development.

Response:

*The CIO agrees with the recommendation that a core set of policies and standards be identified.*

We concur that a core set of policies and standards be identified, but believe the ten critical areas identified in the report are not exhaustive and should only serve as a starting point for development of policies and standards.

Recommendation #11:

Work with the proposed IT Steering Committee to develop a more streamlined standards development and approval process, subject to the Board's willingness to delegate standard approval to the committee.

Response:

*The CIO agrees with the recommendation and will work with the GCTB to present a countywide standards development and approval process for Board approval.*

As discussed earlier, the CIO will work with the GCTB to develop a countywide IT standards and approval process, including Board delegated authority to manage this process.

Recommendation #12:

Department CIOs/IT Managers must be charged with the responsibility to promptly implement and manage IT standards within their respective Departments, under the oversight of the IT Steering Committee.

Response:

*The CIO agrees with the recommendation and will work with the GCTB to ensure Department IT standards compliance.*

As part the countywide IT standards and approval process, we will include an oversight component to encourage timely adoption of IT standards by Departments.